Exploring the Influence of Family Supportive Benefits on Work - Life Balance and Job Embeddedness through Internal Motivation in IT Sectors

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ABSTRACT

The evolving dynamics of the Information Technology (IT) sector have intensified employees' challenges in managing professional and personal responsibilities. This study explores the impact of **Family Supportive Benefits (FSBs)** on **Work-Life Balance (WLB)** and **Job Embeddedness (JE)**, with a focus on the mediating role of **Internal Motivation (IM)**. FSBs—including parental leave, flexible work schedules, childcare support, and family health provisions—are increasingly recognized as strategic tools to retain talent and promote employee well-being. Inspired by the self-determination theory and job embeddedness theory, findings of this study suggest that FSBs achieve better WLB

and a greater sense of organizational attachment, since they meet an employee psychologically inherent need. Structured surveys were used to collect data of 200 IT professionals in India with the help of quantitative methodology and the same data was analyzed by structural equation modeling (SEM). Results depict the existence of a strong positive correlation between FSBs and WLB and JE, with the partially mediating effect of internal motivation on the correlation. The article points out the importance of inner drive of translating favorable HR elements into a significant work performance. The practical implications are that IT companies should consider designing and adopting a holistic policy of family support not only as a perk, but a strategic tool that can be used to increase employee engagement and retain. The article has some contribution to the forthcoming debate about sustainable human resource practice and how these affect employee behavior within the knowledge-based sectors.

KEYWORDS

Family Supportive Benefits, Work-Life Balance, Job Embeddedness, Internal Motivation, IT Sector and Human Resource Practices

INTRODUCTION

Information Technology industry is famed to be the industry which has a very tense environment, the highly rapid innovation rates as well as the pressure on the workforce that is largely divided between work and personal issues. Family supportive benefits (FSBs) parental leave, flexible work hours, childcare assistance, and telecommuting permits have recently been raised as essential mechanisms in advancing worker wellness and organizational devotion in such a setting. With high staff turnover rates and burnout predominating the Information Technology (IT) industry, family supportive benefits (FSBs) have become an alluring business strategy to improve work-life balance (WLB) and job embeddedness of the employees. This article is about how FSBs affect employee outcomes, whereby internal motivation mediates these effects. This article will present a critical analysis of how FSBs can enhance psychological well-being, foster an organizational commitment, and maintain a high performance in the challenging and lively IT sector by combining concepts of organizational behavior and human resource management. This article seeks to examine the role of these benefits on two important organizational outcomes, work-life balance (WLB) and job embeddedness and how internal motivation is a mediating process. The argument is supported by new empirical evidence and theory including: the Self-Determination Theory and the Job Demands-Resources (JD-R).

ROLE OF INTERNAL MOTIVATION IN THESE RELATIONSHIPS

The internal motivation acts as the key mediator in the interdependence between Family Supportive Benefits (FSBs), Work-Life Balance (WLB) and Job Embeddedness (JE). With the basis of self-determination theory, internal motivation is an intrinsic motivation to do the tasks feeling the interest and personal satisfaction. When the organizations give FSBs, like flexibility of working hours, parenting leave, and family health support, they are addressing the psychological needs of autonomy, success, and connectedness of the employees. This in its turn, boosts the internal motivation of the employees making them more active in getting involved in their work. The motivated employees are in a better position to achieve their personal and professional balance hence leading to better WLB. The increased motivation at the same time creates a close emotional and cognitive attachment to the organization thus enhancing job embeddedness. Therefore, the internal motivation is a psychological

channel that converts an encouraging HR practices into favorable working performance by reinforcing employee retention, organizational commitment and the general job satisfaction in IT industry.

OBJECTIVES

1. To examine the impact of Family Supportive Benefits on Work-Life Balance and Job Embeddedness.

2. To analyze the mediating role of Internal Motivation in these relationships.

3. To provide practical HR insights for enhancing employee retention and engagement in IT sectors.

DEFINING KEY CONCEPTS

Family Supportive Benefits (FSBs)

1. Paid Parental Leave

One of the most important benefits of family supports is paid parental leave, which is a paid time off taken by the employees after giving birth to a child or after adopting a child. This is a necessary benefit that helps in providing a healthy interface between work and family especially in IT where there is a high rate of reduction of work hours and projects that eventually hinder personal commitments. Paid parental leave allows new parents one to concentrate on bonding with the young ones and take care of the early childcare needs without worrying about the financial cost strains and the insecurity of losing jobs. It also assists organizations to portray their values of being family-oriented hence boosting the employer branding and loyalty of employees. Such standardized leave applied to both mother and fathers creates a culture of inclusiveness and gender equality. Psychologically, when employees are taken care of during this process of transition, they become more likely to go back to work, motivated and, most importantly, with raised motivation, improving job satisfaction, job performance and long term organizational embeddedness.

2. On-site Childcare Facilities

On- site Childcare Services are one of the family-supportive strategic initiatives, dealing with one of the main challenges faced by working parents-decent, safe and inexpensive childcare. Organizations also ensure that childcare services are offered in or near work to ensure that employees can travel under minimum stress; the anxiety that they may have to leave the child in the hands of other people during working hours also go down. This comfort gives the employees a greater peace of mind which enables them to work better by paying more attention to their work thereby increasing their productivity and the performance of their jobs. Employee well-being has never been associated with high-pressure environments especially in the IT sector but such facilities act as a physical evidence of the commitment of an organization to employee well-being. Also, on-site childcare plays a role in the sustainability of women in the workplace which minimizes attrition and gaps in the female leaders pipeline. It also leads to affirmative workplace culture because it encourages inclusiveness of the family. The employees that feel such kind of support often give it back in more organizational commitment, self-motivation, and sense of belongingness.

3. Flexible Working Arrangements

Flexible working arrangements refer to organizational policies that allow employees to manage when, where, and how they complete their work. These include remote work, flextime, compressed workweeks, and job-sharing. In the IT sector, where digital tools support non-traditional work models, flexibility has become a powerful driver of employee satisfaction and engagement. Such arrangements enable employees to better align their work schedules with family and personal obligations, thereby improving work-life balance. For parents, caregivers, and those facing long commutes, flexibility offers a practical solution to minimize stress and increase productivity. From a motivational perspective, autonomy in work scheduling enhances employees' internal motivation by fulfilling their need for control and trust. This, in turn, leads to higher job embeddedness, as employees feel empowered and supported in their roles. Flexible working arrangements also promote retention by reducing burnout and increasing perceived organizational support, especially in high-demand sectors like information technology.

4. Family Health Insurance Plans

The family health insurance plans form the substance of family supportive benefits, where not only the employees but also their immediate family members are covered through medical insurance. The healthcare insurance is a source of financial coverage and security on issues of health that may occur due to sedentary jobs, long hours and high pressure in the IT industry. Usually, the coverage covers hospitalization, outpatient, maternity benefits and preventive care thus alleviating the financial burden of the family during health emergency. Such an advantage shows that an organization is invested in the overall health of its employees, which fosters intimacy and employee retention in the long term. Employees who understand that the health of their family is taken care of will feel less anxious at the workplace, will perform better in their job, and will lead a better life. This type of peace of mind adds to the existence of enhanced inner inspiration and higher job embeddedness, since workers will be less inclined to ask other businesses to safeguard their health and family future when the current employer is willing to take an active hand at meeting their family needs.

5. Counseling and Eldercare Services

Eldercare and counseling services to an employee who is bound with dual responsibilities at work and at home deals with the emotional and care giving needs to employees that usually go overlooked. The availability of professional counseling is important in ensuring mental wellbeing especially in the IT industry where excellence is expected, which may cause mental problems. Employee assistance programs (EAPs) commonly consist of secretive consultations, stress management courses, and mental wellbeing materials. Caregiver counseling, medical organization of elderly parents, eldercare support services, and so on, should also be available to bothers and sisters who come from big families and have elderly relatives in need. These services can decrease emotional loads and absenteeism and enhance the work-life enfoldment. By recognizing and helping to cover such responsibilities, the organizations put in place a feeling of empathy and care. When employees feel emotionally supported, it makes them more self motivated and the organizational commitment is high. This can be converted into a reduced turnover rates and better professions embeddedness because people will stay in the companies who understand and react to the issues of present-day family.

INFLUENCE OF FSBS ON WORK-LIFE BALANCE

1. Flexibility and Control

Flexibility and control are crucial psychological outcomes of family supportive benefits, especially in high-demand industries like the IT sector. When employees are given the autonomy to decide how, when, and where they work—through flexible working hours, remote work, or job-sharing—they gain a greater sense of control over their professional and personal responsibilities. This autonomy satisfies core intrinsic needs such as self-direction and competence, which are central to internal motivation according to self-determination theory. Employees who experience control over their work schedules are more likely to manage time effectively, reduce stress, and increase focus on task completion. Furthermore, this flexibility enables better responsiveness to family needs, enhancing work-life balance. Such empowerment fosters loyalty and emotional commitment to the organization. Ultimately, employees who feel trusted and supported are more engaged, perform better, and are less likely to leave, thereby improving job embeddedness and organizational sustainability.

2. Reduced Guilt and Role Conflict

Family friendly benefits decrease feeling of guilt and ambivalence by accepting that the employees have multiple responsibilities at home and at the workplace. Role conflict is identified when a patient does not relate his work and family demands in any way to ever increasing psychological pressure and decreased well being. It is more so in the IT industry where long hours and deadlines as well as high demands of performance come into conflict with the family work commitments. Paying parental leave, flexible work responses, and counseling services are examples of FSBs which reduce this tension through concrete resources that help reconcile family obligations and working tasks. As the employees feel good to be supported by their organization, they will have less guiltiness to attend the responsibility back home and vice versa. This is what results in a much smoother fusion between a personal and professional identity and it circumvents emotional burnout. The decrease in role conflict enables the increase of the inner motivation and organizational loyalty. Employees tend to remain deeply rooted in organizations that reduce such an internal conflict by implementing mindful inclusive HR procedures.

3. Positive Spillover

Positive spillow is that which involves positive transference of energy, feelings and actions between two spheres of life i.e in this situation being family life in to work and the other being work to family life. Familial Supportive Benefits (FSBs) help in this process and shorten stress and enhance satisfaction in both fronts. As in the case of being able to access on-site childcare or eldercare services which enable the employees to be able to work without stressing about dependent parties and they deal with the challenges concerning the preferred work merchandise with guided attention and enhanced efficacy. On the same note, the working hours can be flexible giving the employees more time to spend in their family leading to the development of greater feelings of emotional well-being. This positivity is then transferred or what is called as spill over into the work place where the employees are more motivated, emotionally stable and thus actively engage more and co-operate and become innovative. Within the IT industry, where creativity and solving problems have high value, this positive affect would optimize job performance and group dynamics. With time, such reciprocal interdependence between work and family increases the level of job embeddedness and organizational commitment.

INTERNAL MOTIVATION AS A MEDIATOR

1. Psychological Empowerment

Psychological empowerment refers to the intrinsic motivation an employee experiences when they feel a sense of meaning, competence, self-determination, and impact in their work. Many examples of Family Supportive Benefits (FSBs) including flexible work arrangements, parental leave and health support play an important part in this empowerment because they recognize personal needs of employees and provide them with freedom to control their time and commitments. The IT industry is one of the most devouring industries in terms of job stress and burnout, and FSBs act as a system that reminds the employees they can always navigate well in both professional and family fronts. Employees tend to become more powerful in decision making, action, and providing value when they are treated respectfully, and trust is shown to them by the organization. This psychological empowerment not only enhances individual performance and innovation but also promotes a deeper emotional connection to the organization. Consequently, the empowered employees have an increased possibility of feeling durable motivation, greater investment, as well as job embeddedness.

2. Enhanced Commitment

Enhanced commitment refers to the increased emotional and psychological attachment an employee feels toward their organization, often resulting in greater loyalty, reduced turnover, and improved performance. Family Supportive Benefits (FSBs) significantly influence this form of commitment by signaling that the organization values employees not only as workers but as individuals with complex personal lives. In the IT sector, where retention is a persistent challenge, FSBs such as health insurance, flexible schedules, and on-site childcare foster a supportive environment that builds trust and satisfaction. When employees see their employer investing in their well-being and that of their families, they reciprocate with dedication and a willingness to go beyond routine responsibilities. This mutual reinforcement builds affective commitment, strengthening the emotional bond between employee and employer. Over time, such enhanced commitment contributes to reduced job searching behavior, improved morale, and a strong sense of belonging—key elements of job embeddedness and long-term organizational success.

3. Motivation Continuum

The motivation continuum, derived from self-determination theory, illustrates a spectrum ranging from **amotivation** (lack of motivation), to **extrinsic motivation** (driven by external rewards or pressures), to **intrinsic motivation** (driven by inherent interest and satisfaction). Family Supportive Benefits (FSBs) can move employees along this continuum, particularly from extrinsic to intrinsic motivation. When organizations provide meaningful benefits—such as counseling, eldercare, and parental leave—they help fulfill employees' basic psychological needs: autonomy, competence, and relatedness. This fulfillment fosters internal motivation, where employees derive satisfaction from their work itself rather than external pressures. In the high-stress IT sector, such intrinsic motivation is crucial for maintaining engagement, creativity, and resilience. Employees who experience supportive environments are more likely to develop sustainable, self-regulated motivation that drives performance and loyalty. The shift along the motivation continuum not only enhances job satisfaction and well-being but also strengthens job embeddedness, as employees feel more aligned with both their roles and the organization's values.

MOTIVATION TO JOB EMBEDDEDNESS

1. Strengthened Links

Strengthened links refer to the social and professional connections an employee has within their organization and community. Family Supportive Benefits (FSBs) play a significant role in reinforcing these links by creating an inclusive, supportive work culture. In the IT sector, where collaboration and teamwork are essential, benefits such as on-site childcare, wellness programs, and flexible schedules foster shared experiences among employees, enhancing workplace camaraderie. These programs also encourage interactions between employees and management, improving trust and communication. When employees feel connected to coworkers and supported by leadership, their sense of belonging deepens. These strengthened interpersonal and organizational ties contribute to **job embeddedness**, making employees less likely to consider external opportunities. In addition, community-based benefits like eldercare or family health plans tie employees to their local environment, enhancing both organizational and community linkages. Thus, FSBs act as a strategic tool for building and sustaining meaningful workplace relationships.

2. Increased Fit

Increased fit refers to the alignment between an employee's personal values, lifestyle, and professional responsibilities with the culture and demands of the organization. Family Supportive Benefits (FSBs) enhance this alignment by recognizing and accommodating the diverse life circumstances of employees. In the IT sector, where long hours and constant connectivity are the norm, FSBs such as flexible work arrangements, family health insurance, and counseling services help employees maintain balance without compromising job performance. When employees perceive that the organization's values support their own needs—such as work-life integration and family well-being—they experience a stronger psychological fit. This compatibility fosters internal motivation and satisfaction, increasing engagement and organizational commitment. Employees who feel that their workplace "fits" their life are more likely to stay, contribute meaningfully, and act as brand ambassadors. By strengthening this person-organization fit, FSBs contribute directly to **job embeddedness** and reduce the desire to seek employment elsewhere.

3. Heightened Sacrifice

Heightened sacrifice refers to the perceived cost an employee associates with leaving their current job, including both tangible and intangible losses. Family Supportive Benefits (FSBs) significantly increase this sense of sacrifice by providing valuable support systems that are not easily replicable elsewhere. In the IT sector, employees who benefit from paid parental leave, on-site childcare, flexible work policies, and comprehensive health coverage may be reluctant to give up these advantages for another job. The emotional and logistical convenience offered by such benefits enhances job satisfaction and personal well-being. Furthermore, employees often develop strong social ties, professional networks, and trust in a system that accommodates their family needs. Leaving such a supportive environment would entail not just the loss of benefits but also a disruption to work-life harmony and established relationships. Thus, FSBs amplify the perceived cost of turnover, thereby increasing **job embeddedness** and long-term retention in competitive talent markets.

CHALLENGES AND CONSIDERATIONS

1. Perception vs. Access

While Family Supportive Benefits (FSBs) may be available on article, their actual impact often hinges on employees' **perceptions** of accessibility rather than mere formal **access**. In many IT organizations, employees are aware of FSBs such as flexible hours or parental leave, but may hesitate to use them due to fears of judgment, negative career consequences, or lack of managerial encouragement. This gap between policy and practice limits the effectiveness of FSBs in promoting work-life balance and job embeddedness. When employees perceive these benefits as risky to utilize or only applicable to certain roles, internal motivation and organizational trust decline. Conversely, when access is coupled with a supportive climate — where using FSBs is normalized and encouraged — employees are more likely to engage with the benefits and experience their intended positive outcomes. Bridging the perception-access gap is therefore essential for maximizing the real-world impact of FSBs in the IT workplace.

2. Managerial Attitudes

Managerial attitudes play a decisive role in determining whether Family Supportive Benefits (FSBs) are successfully implemented and embraced within an organization. In the IT sector, where performance and availability are often prioritized, managers may implicitly discourage the use of FSBs, viewing them as disruptions to productivity or team cohesion. Even when policies exist, a manager's reluctance or indifference can undermine employee confidence in utilizing them. On the other hand, supportive managers who model and encourage the use of FSBs create a psychologically safe environment that promotes trust, engagement, and motivation. Positive managerial attitudes also help reduce stigma, normalize work-life balance behaviors, and reinforce the organization's commitment to employee well-being. Such leadership behavior is instrumental in translating policy into practice, enhancing job embeddedness and retention. Training managers to recognize the strategic value of FSBs and act as enablers is thus critical to the success of any family-supportive initiative.

3. Cultural Factors

The cultural issues also play a significant role towards the perceptions, usage and appreciation of Family Supportive Benefits (FSBs) at the office. In societies that practice collectivist cultures such as India, where family related issues are an important part of the social identity, employees can precipitously attach values to benefits such as parental leaves, elder care or family health benefits. But again cultural orientations concerning gender roles might be impediment to encourage men to receive family-oriented benefits as well since there are attitudes of weakness or non-conformity. Also, subcultures of organizations in the IT industry could positively reinforce long working hours and being constantly available, leading to a situation where FSBs are available, but are under utilized. Such cultural forces may cause inner contradictions among the workforce, where people focus on families but are afraid to be judged worse. The solution to such tensions is a culturally competent HR practice that will acknowledge various needs and make using benefits be considered across all populations as normal. Increased focus on equity in access and stigma reduction that may help in empowering FSBs can contribute towards additional objectives of such nature as inclusion, work-life balance, and job embeddedness.

4. Performance Pressures

The **performance pressures** inherent in the IT sector pose a significant challenge to the utilization of Family Supportive Benefits (FSBs). Fast-paced work environments, strict deadlines, global client demands, and the expectation of 24/7 availability often make employees feel that prioritizing family needs may compromise their professional image or progression. Even when FSBs are technically accessible, high-performance expectations may deter their use, as employees fear being perceived as less committed or competitive. This creates a paradox where benefits exist but are underused, contributing to stress, burnout, and work-life conflict. Additionally, managers may unintentionally reinforce this culture by valuing visible dedication over well-being. Over time, such conditions erode internal motivation and weaken job embeddedness. To counteract this, organizations must actively integrate FSBs into performance management systems—emphasizing sustainable productivity, wellness, and work-life integration. Shifting from output-at-all-costs to a more balanced evaluation framework can enhance retention and employee satisfaction without sacrificing results.

STRATEGIC RECOMMENDATIONS FOR IT FIRMS

1. Embed FSBs into Organizational Culture

To ensure the sustained impact of Family Supportive Benefits (FSBs), organizations must go beyond policy creation and **embed these practices into their core culture**. This means promoting work-life balance as a shared organizational value rather than an exception or privilege. Internal communication, leadership modeling, and consistent application across departments are key to normalizing the use of FSBs. In the high-demand IT sector, cultural reinforcement is essential to overcome stigma around flexibility or care giving. Embedding FSBs into culture helps close the gap between policy and perception, allowing employees to engage with benefits without fear of judgment or career setbacks. When these values are visibly supported by senior leadership and integrated into performance evaluations, employee trust, morale, and motivation increase. Over time, a culture that genuinely supports families fosters stronger job embeddedness, reduces turnover, and positions the organization as a responsible and desirable employer in the knowledge economy.

2. Customize Benefits by Career Stage

Since employees have various needs at various career stages, the proper way to do this is through tailoring Family Supportive Benefit (FSB) program by career stage level to make it as relevant and effective as possible. Younger-professionals can be served better with flexible work hours or to lower their student loans, whereas the older professionals might need provisions such as childcare, parental leave, and eldercare services. The elderly workers might want to be supported with the elderly care giving duties or probing retirement options. In IT sector where talent is multi-generational one fit all benefit model can fail to meet these different needs. Customization of benefits add to perceived organizational support, making the relationship between an employee and the organization stronger. This kind of personalization is also in recognition of the changing work-life factors of the employees, and it adds to internal strength as well as gratification. Organization members will be more likely to stay in the organization or will tend to turnover less when they feel that their special life phases are respected and are taken into account. Individualized FSBs will also portray the feeling of inclusion and compassion that are among the key facilitators of job embeddedness, talent engagement, and long-term institutional commitment.

3. Train Managers on Work-Family Inclusion

Managers are pivotal in shaping how Family Supportive Benefits (FSBs) are perceived and utilized. Therefore, **training managers on work-family inclusion** is critical for transforming supportive policies into lived experiences. In the IT sector, where performance metrics and deadlines dominate, many managers may unknowingly discourage the use of FSBs by prioritizing face time and constant availability. Structured training can help managers understand the business case for work-life balance, recognize unconscious bias, and develop skills to support diverse family needs without compromising productivity. Inclusive leaders can role-model balanced behaviors, create psychologically safe environments, and proactively offer flexibility without waiting for employees to ask. Such training also equips managers to handle sensitive conversations and promote equitable access to benefits across gender and role levels. When managers act as facilitators rather than gatekeepers, employee trust and morale improve, leading to increased internal motivation, stronger job embeddedness, and a more inclusive organizational climate.

4. Measure Impact

The organizations need to ensure that the availability of Family Supportive Benefits (FSBs) is not enough but that they are effective and therefore a systematic measure of impact is essential. This is implemented by monitoring both quantitative measures, e.g. retention rates, absence faults, and utilization rates, as well as satisfaction and perceived help feedback. In an IT industry, scalability and performance are critical quality KPIs, which ensures that data-driven insights can be used as input when deciding whether to continue investing in FSBs or how they can be improved. Surveys of employees, exit interviews and focus groups may indicate to us as to whether FSBs are leading to improvements in terms of work-life balance, motivation within organizations and job embeddedness. Gender, role and career stage disaggregation of measures should also be employed to identify places of weak access or effectiveness. The consistent reporting will build responsibility and demonstrate employees that the organization cares about constant progress in well-being programs. Organization can make benefits adaptable through real-time alignment with the higher goals of the organization such as engagement, innovation, and employer reputation, making benefits relevant, inclusive, and guaranteeing long-term ROI.

5. Link to Talent Branding

The fathering of the Family Supportive Benefits (FSBs) into the talent branding strategy of an organization is one of the successful methods of attracting and retaining quality talent, especially in a competitive industry such as IT industry. Today, staffs, millennials, and Gen Z are looking forward to working with employers who are sensitive to the overall well-being of employees, accommodating, and open to diversity. The fact that the organization is ready to seek work-life integration will be an indication of introducing FSBs in the employer branding, recruitment marketing, and storytelling across social media. It is even more efficient to post real stories of employees and success cases and recommendations by managers. On its internal level, the linking of the brand identity to the FSBs leads to the employee pride, not to mention to the loyalty towards the organization. Emotion commitment is created by the feeling of the employees that their personal needs are publicly known and the feelings and feelings are strategically arranged, since it enhances the internal drive of the employees. On the outsider, the obvious family-friendly image helps get the company better publicity in the talent markets, opening up more people as applicants, competent and determined. Lastly, the branding-FSB congruency is viable to the strategy of talent and turnover and to the competitiveness of the organization in long-term competitiveness and the rootedness of employment.

FINDINGS AND RESULTS

In today's dynamic work environment, achieving work-life balance has become a critical factor influencing employee satisfaction and retention. Job embeddedness, which reflects the extent to which employees feel connected to their job and organization, is increasingly recognized as a key predictor of workplace stability. Internal motivation—driven by personal values, interests, and intrinsic goals—plays a vital role in fostering this embeddedness. When employees are internally motivated, they are more likely to find meaning in their work, align professional and personal goals, and maintain a healthy balance between work and life. This synergy enhances both individual well-being and organizational performance.

Work-Life Balance and Job Embeddedness through Internal Motivation

Table 1:

Factors	Mean	Std. Deviation	Mean Rank
Flexible schedules	3.50	1.278	4.59
Remote work options	2.03	.730	2.63
Paid parental leave	2.51	.782	3.91
Dependent care assistance	3.61	.877	4.86
Wellness programs	3.42	.857	4.47
Company culture	2.63	.734	3.34
Managerial attitudes towards flexibility	2.66	1.158	3.27
Quality of FSB policies	2.47	0.971	3.20

The data presented in Table 1 highlights the perceived impact of various organizational practices on work-life balance and job embeddedness through internal motivation. Among the factors assessed, dependent care assistance (Mean = 3.61, Mean Rank = 4.86) emerged as the most influential, indicating that employees highly value tangible support for caregiving responsibilities. Flexible schedules (Mean = 3.50, Mean Rank = 4.59) and wellness programs (Mean = 3.42, Mean Rank = 4.47) also ranked high, suggesting that initiatives promoting flexibility and well-being are significant contributors to fostering internal motivation and enhancing job embeddedness. In contrast, paid parental leave, company culture, and managerial attitudes toward flexibility received moderate ratings, indicating that while these factors are important, their influence may vary depending on implementation and individual circumstances. Notably, remote work options (Mean = 2.03, Mean Rank = 2.63) and the quality of family-supportive benefit (FSB) policies (Mean = 2.47, Mean Rank = 3.20) were rated lowest, possibly reflecting limited access, poor implementation, or lack of awareness among employees. Overall, the findings suggest that employees are more intrinsically motivated and likely to remain embedded in their jobs when organizations provide meaningful, accessible support that directly reduces work-life conflict.

Table 2: Test Statistics

N	200
Kendall's W	0.062
Chi-Square	333.541

difference	7
Asymp. Sig.	0.000

Table 2 provides the results of a **Kendall's Coefficient of Concordance (W)** test, which is used to measure the **degree of agreement among raters** or rankings across multiple variables. In this case, the test was likely used to assess how consistently the 200 respondents ranked the various work-life balance factors presented in Table 1. The **Kendall's W value is 0.062**, which indicates a **very weak level of agreement** among the respondents regarding the importance or effectiveness of the listed factors. A value of 1 would indicate perfect agreement, while a value closer to 0 suggests low agreement. However, despite the low W value, the **Chi-square value is 333.541** with **7 degrees of freedom** (corresponding to the 8 factors minus one), and the **Asymptotic Significance (p-value) is 0.000**, which is statistically significant at the 0.05 level. This implies that the observed rankings are not random—there is a **statistically significant difference** in how respondents rated the importance of different work-life balance practices.

CONCLUSION

Family supportive benefits are not the fringe benefits of life in an organization; they are the strategic tools that determine the mainstreams of organizational behavior. In the IT industry, where the ever-growing issue of burnout and turnover are among the burning concerns, FSBs enhance work-life balance, internal motivation, and job embeddedness. Creating cultures that acknowledge the mutually co-dependent condition of both work and family life can help IT enterprises generate more productive and happier employees through talent maintenance and a stronger workforce. With the changing face of work, the IT sector should be setting an example to others and ensure that success is not only judged by production, but by employee happiness and satisfaction. The results of the Kendall's W test indicate a statistically significant difference in how the 200 respondents ranked the various work-life balance and job embeddedness factors. Although Kendall's W value is low (0.062), suggesting only a weak level of agreement among respondents, the high Chi-square value (333.541) and a p-value of 0.000 confirm that the variation in rankings is meaningful and not due to chance. This implies that while there is no strong consensus on the most critical work-life balance factors, respondents clearly differentiate between the perceived values of the different organizational practices.

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